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Document No. 5

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Class. CHANGED TO: TS S

NOTES FOR DISCUSSION WITH COLONEL BAIRD

DDA Memo, 4 Apr 77

January 25, 1951

Auth: DDA REG. 77/1763

Date: By: 024

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From my talk with Colonel Baird in [REDACTED] on January 18 and from [REDACTED] conference on January 19 in Washington, I judge the following points to be of major concern:

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(1) At present tests and other measurements and related techniques are being used in the selection of personnel, but they are being used in a relatively decentralized and heterogeneous way. Consequently, personnel records are not very comparable from division to division. A tentative goal, therefore, is an agency-wide rationale and program for the use of such tests and measures, acceptance of such a program by all concerned, and centralization (to the maximum extent feasible and desirable) of the administration of such tests and resulting records. ✓ *correct*

(2) It is conceivable that tests used in the selection process and the initial personnel records, if comparable across divisional lines and if readily available for later use, could be employed as basic elements in a program of evaluation and training. The continuing appraisal and re-appraisal both of a man's capabilities and of his performance are now regarded as essential, and seem to be associated with the functions of training and placement -- as continuing concerns for every staff member after employment. A related question is what additional tests and measures, after those used in initial selection, might be successfully used in an evaluation program. Broadly conceived, then, a second tentative goal is the establishment and the the operation of a program combining the functions of training, evaluation, and placement and designed to provide that each staff member's capabilities, training, and experience are being utilized effectively.

(3) Any tests used in either of the above programs should be efficient in terms of the time and money required, and they should be valid. Agreement upon appropriate criteria that are both reasonable and available (or susceptible of development) is a critical problem. ✓

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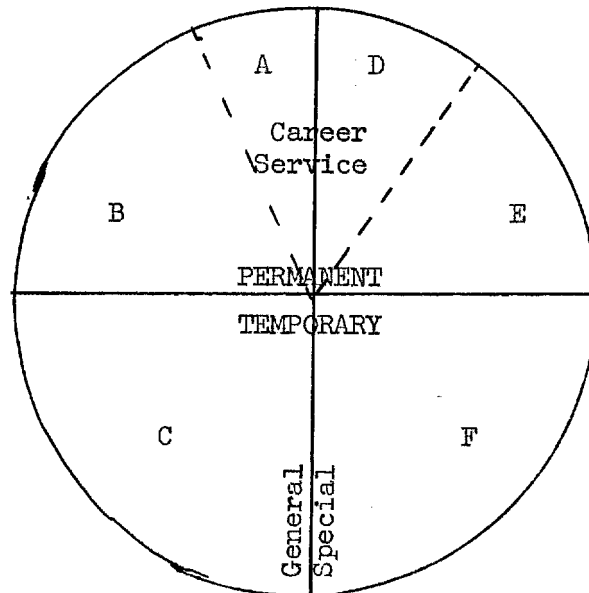
(4) An inherent difficulty in the development of these programs and in the selection (or development) of tests and techniques to be used is the very great heterogeneity of specialized personnel required, in terms of age, background, education, training, experience, interests. Specialists of all kinds, ranging through the sciences, humanities, and social sciences and through most of the professions, are needed. Such specialists are presumably needed at different levels of competence and experience, and perhaps no large groups of any one type of specialty are needed. Selection for unique positions is obviously more difficult, and validation more complex, than group selection.

(5) In addition, personnel with more general interests and abilities are required for the imaginative analysis and synthesis of data and for executive, managerial, and planning positions. The combination of, and relationships between, general and specialized personnel may in themselves pose difficulties in the testing and in the continuing conduct of the selection and the evaluation programs. In any case such relationships, responsibilities, etc., probably need to be well understood and carefully defined as part of the approach to the larger problems.

(6) Some proportion of required personnel will probably continue to be recruited for specialized projects, such individuals ordinarily being brought into the agency after extensive previous experience and to serve for limited periods. Some proportion of personnel (most being for general duties but some perhaps being trained specialists) will, most desirably, be permanent. Again, the combination of, and relations between, permanent and temporary staff members will have important effects on the selection and evaluation programs.

(7) Within the permanent group some proportion (or perhaps this group as a whole) might well be members of a career service. Such a concept carries with it a train of somewhat unique implications for the selection and evaluation programs.

(Total professional personnel, at a guess, may then be divided into roughly six groups, the character or classification of each group perhaps affecting the recruiting, selection, evaluation, procedures and techniques that might be applied:



Preliminary questions might be:

- (a) Will A include B, i.e., would it be desirable or feasible for all "permanent general" personnel to be in the career service?
- (b) Will A be relatively much larger than D or than D and E together? To put it another way, will most specialists be "temporary" and will most members of the career service be "permanent general"?
- (c) Will C continue, i.e., in time will all "general" personnel be "permanent," and, more particularly, in the career service?)

(8) Security considerations, not only outside the agency, but as between groups within the agency, are likely to complicate the four functions of recruiting, evaluation, placement, training. They may complicate, perhaps to a lesser degree, the task of determining which tests and other measurements would have the greatest chance of success for different purposes.

(9) Insofar as possible, the selection and evaluation programs designed for high-level, professional personnel should be tied in with similar efforts concerning clerical, secretarial, administrative personnel.

(10) By chance rather than design, the importance of recruiting has not been greatly emphasized above, as it should be. The personnel selected can be no better than the best of the applicants.

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Discussion with Col. Baird

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(11) The above points encompass some very broad questions, and some rather obvious problems related to them. Most of these points are rather closely inter-related, but even so an estimate of the priority placed upon these questions and objectives would clarify the picture. For example, should work in this area be aimed primarily at the establishment of a career service, with the intra-agency questions oriented to that goal?

January 23, 1951

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